

EFFECT OF WORKABILITY AND LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE AT BAPPEDA ACEH JAYA DISTRICT**Vilzati Juned¹, Jenian Sanjaya², Samsul Ikhbar³**¹Lecturer of the Sabang College of Economics²Alumni of the Faculty of Economics, Serambi Mekkah University³Lecturer of the Faculty of Economics, Serambi Mekkah UniversityE-mail: samsulikhbar@yahoo.com

Abstract: *The purpose of this study was to determine the effect of workability and leadership style simultaneously on the performance of Bappeda employees of Aceh Jaya Regency, then to determine the effect of workability and leadership style partially on the performance of Bappeda employees of Aceh Jaya Regency. The location of the research was carried out at the Bappeda of Aceh Jaya Regency. The object of research is the problem of providing work skills and leadership styles as well as employee performance at Bappeda Aceh Jaya Regency. Data analysis equipment used in this study is multiple linear regression. Simultaneous research results show that the test results simultaneously obtained the F-count value of 30.429, while Ftable at the significance level= 5% is equal to 3,267. This shows, based on the calculation of the statistical test F-count shows that $F_{\text{count}} > F_{\text{table}}$, with a probability level of 0.000, that the employee's workability and leadership style affect improving the performance of Bappeda Aceh Jaya Regency employees, while the results of the study partially show that the provision of work skills and leadership style affects the performance of Bappeda Aceh Jaya district employees. To improve the performance of employees at the Bappeda of Aceh Jaya Regency, the factor of providing employee work skills should be one of the priorities for improving employee performance and the distribution of appropriate leadership styles.*

Keywords: *employee performance, workability, leadership style*

1. Introduction

Each region has many organizations, both those managed by the private sector or those managed by the direct government. These organizations have been regulated and have their respective duties and authorities. Each organization has human resources employed in it, generally referred to as members, employees, or employees following the field of work of each organization. The success of achieving organizational goals is fully supported by employee behavior. If the quality of human resources in an organization is good, the performance of employees and the organization will be good too (Katidjan, 2017). Therefore, employees have an important role in shaping and managing organizations and utilizing existing technology. Weber argues that the organization is a certain boundary (boundaries), thus someone who interacts with others does not of his own volition. They are limited by certain rules (Thoha, 2014: 113). If the employee's workability is high, the employee's performance will also be higher (Pratiwi, 2021).

Performance problems have always been a classic problem in every company, many companies try to find and research about performance to advance their company. According to Robbins (2004) performance is the result or output of a process "because performance is a result

or output of a process, many leaders highlight the performance of their subordinates to ensure the company they hold will advance. Many methods are tried to be formulated and produced to improve performance in a company, from the layout in a room to the use of robots and computers to streamline the performance of the company.

The important role of performance is related to the profit or income of a company. If the performance of a company is good, it will generate profits or income that can help the family economy of the people who work in the company. However, if the company's performance is bad, then of course the profits and income in a company will also be bad and the bad impact for workers in a company is dismissal or termination of employment (PHK). This is not only true in companies, but also in state agencies that demand good performance (Muskadi, et al. 2021).

Employee performance at Bappeda Aceh Jaya Regency is the result of work produced by employees in achieving organizational goals. The phenomenon regarding employee performance is currently one of the topics that are constantly discussed by both organizational leaders and by the community, especially because the quality of service assessed by many people has not been satisfactory.

Phenomena related to employee performance can be seen from several indicators, namely the ability to prepare work plans that have not been realized, employees have not been able to In realizing the work plan that has been made, there are still many employees who have not been able to carry out orders from superiors in completing the work that has been set and have not been able to provide satisfactory service to every community.

The low achievement of employee performance is caused by several factors, but in this study, the authors limit it to only two variables, namely employee work motivation and also related to the ability of employees to complete work and the ability of employees to provide services to the community. Furthermore, according to observations made at BAPPEDA Aceh Jaya Regency, there are several employees of the many employees who do not have satisfaction in their daily work which is shown by some employees, namely 55.3%, or as many as 135 employees are not satisfied and as many as 109 employees or 44.7% stated that they were satisfied with all the treatment of their leaders and co-workers and their work environment.

To the Regional Development Planning Agency of Aceh Jaya Regency, the local government then imposes six things, namely as follows:

- a. Preparation of the basic pattern of regional development based on a priority system.
- b. Prepare a regional five-year development plan.
- c. Prepare annual budget for development purposes and budget for each project to be implemented.
- d. Carry out various surveys to formulate a more rational or realistic development program.
- e. Carry out various feasibility studies for projects to be built by private companies.
- f. Being an adviser to local governments on financial-economic matters, Anjab Bappeda Aceh Jaya Regency, (2018).

Organizations generally believe that to achieve excellence, they must strive for the highest individual performance, because basically, individual performance affects the performance of a team or workgroup and ultimately affects the performance of the organization as a whole. This is the same as that stated by Moeheriono (2012: 69) which states that the meaning of the word performance comes from the words job performance and is also called actual performance or work performance or the actual achievement that has been achieved by an employee in carrying out his duties and authorities. in a certain period.

The performance achieved by employees in the form of work results in quality and quantity involves elements of workability and motivation (Mangkunegara, 2005:67). The quality of work produced by employees can be in the form of improving the quality of services provided by employees to the community as well as work results that can be accepted by the leadership because the work produced is following the expectations of the leadership. Leadership abilities and skills and motivation in direction are important factors of manager effectiveness. If the organization can identify the qualities related to leadership, the ability to select effective leaders will increase, if the organization can identify the behaviors and techniques of effective organizational leadership, various behaviors and techniques will be learned (Kartiko et al., 2020; Kartiko & Azzukhrufi, 2019).

In addition to the workability factor possessed by employees to improve employee performance, it turns out that other factors also have an influence, namely the leadership style. Vincent Garpersz (2012; 199) says that leadership is a process where a person can become a leader through continuous activities so that they can influence those they lead to achieve organizational goals.

Talking about leaders and leadership, we are talking about something that has a long historical background and a wide range of the spectrum. The history of a nation and state revolves around the history of its leaders or figures, both in the fields of politics, government, religion, and so on (Devi & Subiyantoro, 2021)

Leadership style is a way used by a leader in influencing the behavior of others. The leadership style that exists in a leader in an agency has a difference where the application of this leadership style can influence his employees. Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others (Marzuki; 2012). A leader will use a leadership style according to his abilities and personality. A leader must be able to be a good role model for his subordinates. A leader must be able to address the problems that arise in the institution he leads. So,

It turns out that the leadership style factor alone is not enough to increase employee motivation and job satisfaction if it is not supported by work environment factors. The working environment in the Regional Development Planning Agency of Aceh Jaya Regency physically and psychologically is not yet adequate. This condition illustrates that subordinates have not been able to feel comfortable and have a sense of belonging to the agency they have, so this condition can affect the performance of the organization.

Based on observations and several previous studies, it can be explained that the similarities between this research and previous research lie in the use of research variables, namely workload, work involvement, job satisfaction, while previous studies did not reveal the relationship between workload and work involvement with organizational performance. Then another difference is that the previous research was mostly in organizations, while this research was in government organizations, namely the Regional Development Planning Agency of Aceh Jaya Regency.

Seeing the various phenomena of employee behavior that occur in Bappeda Aceh Jaya Regency, the author is interested in conducting comprehensive research in the form of a Thesis with the title: "The Influence of Work Ability and Leadership Style on Employee Performance at Bappeda Aceh Jaya Regency".

2. Research methods

2.1. Research Locations and Objects

This research was conducted at Bappeda Aceh Jaya Regency which is located at Jalan Banda Aceh Meulaboh No. 14 Calang City, Aceh Jaya Regency. The object of this research is all employees at Bappeda Aceh Jaya Regency. This study will present the influence of workability and leadership style on the performance of Bappeda employees in Aceh Jaya Regency.

2.2. Population and Sampling

According to Arikunto, (2012), if the research subject is large, namely more than 100 people, then it can be taken between 10-15% or 20-25% or more "depending on at least:

- a. Research capability in terms of time, finance, and funds
- b. The narrow area of observation of each subject involves a lot of data.
- c. The size of the risk borne by the researcher.
- d. However, if the number of subjects is less than 100 people, all of them should be taken as research respondents.

The population of this study was all employees of the Bappeda of Aceh Jaya Regency, amounting to 46 people. Sampling was carried out using the census technique or taking the entire population as research respondents so that the respondents of this study were 46 people.

2.3. Data collection technique

In collecting data for writing this final work, namely:

- a. Primary data, namely data collected directly by the author through a questionnaire consisting of question items distributed to employees of Bappeda Aceh Jaya Regency.
- b. Secondary data, namely data obtained from the documentation of Bappeda Aceh Jaya Regency.

2.4. Data analysis

The data analysis method used in this study uses an econometric equation model with two independent variables and one dependent variable (Multiple Linear Regression) which is stated as follows, (Umar, 2001: 180): $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$

Where:

- Y = Employee Performance
 α = Constant
 β_1, β_2 = Parameter (regression coefficient)
X₁ = Work ability
X₂ = Leadership Style
e = error rate (error)

Furthermore, to determine the level of closeness of the relationship between the independent variables (X₁, X₂) and the dependent variable (Y) partial correlation analysis was used by looking for partials and to see how much influence workability and leadership style had on employee performance as a whole, the coefficient of determination was used.

2.5. Variable Operation

The operational variables in this study consist of independent variables, namely workability (X₁), leadership style (X₂), then the dependent variable, namely work performance (Y).

3. Research Results and Discussion

Instrument Test Results

According to Arikunto (2005), the quality of the data obtained from the use of research instruments can be evaluated through validity tests and reliability tests (reliability tests) based on the Cronbach Alpha coefficient which is commonly used in social science research.

Validity Test

Testing the validity of the data in this study was carried out statistically, using the Pearson product-moment coefficient of correlation test with the help of SPSS version 15.0. Based on the computer output, all statements are declared valid because they have a significance level below 5%. Meanwhile, if done manually, the correlation value obtained by each statement must be compared with the critical value of the product-moment correlation where the results show that all statements have a correlation value above the critical value of 5%, which is above 0.294 (See Table of Critical Value Correlation r Product–Moment for $n = 52$ in the appendix), so these statements are significant and have construct validity. Or in statistical language, there is internal consistency, which means that the statements measure the same aspect. This means that the data obtained is valid and can be used for research.

Based on the results of the study, the validity test of all the variables used in this study were all declared valid, because they had a correlation coefficient above the critical value of product-moment correlation, which was 0.294 so that all questions contained in this research questionnaire were declared valid for further in-depth research.

Reliability Test

To assess the reliability of the questionnaire used, this study used a reliability test based on Cronbach Alpha which is commonly used for testing questionnaires in social science research. This analysis is used to interpret the correlation between the scale created and the existing variable scale. Reliability testing is intended to determine the extent to which the measurement results remain consistent, also statistically, by calculating the Cronbach Alpha with the help of the SPSS version 15.0 program. Based on the reliability analysis, it can be seen that the alpha for each variable can be seen from several variables, namely the workability variable (x_1) obtained an alpha value of 83.3 percent, the leadership style variable (x_2) obtained an alpha value of 79.3 percent, and the employee performance variable (Y) obtained an alpha value of 79.3 percent. Thus the reliable measurement of the research variables shows that the reliability measurement meets the credibility of Cronbach Alpha where the alpha value is greater than 0.60 percent Alpha.

Classic Assumption Test Results

By using a multiple linear regression model in the discussion of data analysis, the classical assumption test is carried out first, wherein this case there are 3 types of assumptions used, namely:

Normality

The first classic assumption tested is normality. Normality test using the Kolmogorov-Smirnov (KZ) test with a significance level of 5%. In the following table, it can be seen that the

testing of the variables studied showed that the significant asymp value of each variable was above 5%. It states that these variables have a normal distribution.

Table 1. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Predicted Value
N		46
Normal Parameters(a,b)	mean	3.91
	Std. Deviation	0.245
Most Extreme Differences	Absolute	0.144
	Positive	0.083
	negative	-0.144
Kolmogorov-Smirnov Z		0.979
asymp. Sig. (2-tailed)		0.293

a Test distribution is Normal.

b Calculated from data.

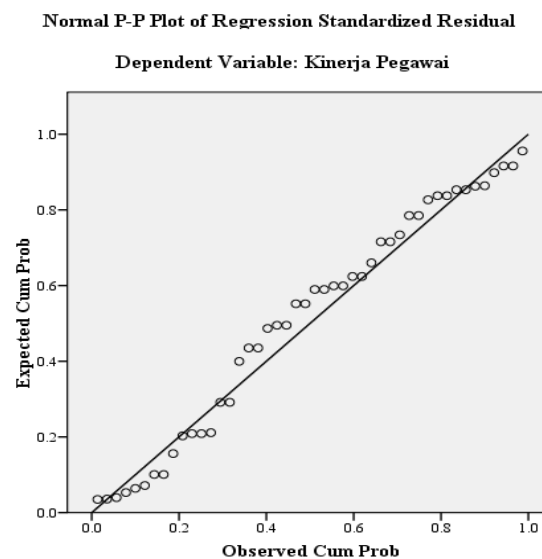
Based on the table above, it can be explained that the value of the Kolmogorov-Smirnov Test obtained a value of 0.979 with a significant level of Asymp. Sig. (2-tailed) of 0.293. The results of this study indicate that the significant level is greater than 5% so that the normality test in this study is accepted.

Multicollinearity Test

The following test will test multicollinearity, which is tested by looking at the VIF of each independent variable on the dependent variable. If $VIF < 5$ then there is no multicollinearity or non-multicollinearity (Santoso, 2000). Based on the results of the study, it can be explained that all the indicator variables used in this study do not occur Multicollinearity (Non-Multicollinearity) because it has a Variance Inflating Factor value of less than 5, as required in this study. Then in this study, it was also known that the tolerance value in the multicollinearity test also showed a value greater than 0.5.

Heteroscedasticity Test

Heteroscedasticity is an indication that the variance between residuals is not homogeneous which results in the estimated value obtained is no longer efficient. One way that can be used to detect the presence or absence of heteroscedasticity can be done with the Glejser test as shown in the following figure:



Employee Performance Scatterplot Image

Based on the figure above, it can be explained that the points spread above and below the number 0 on the Y-axis so there is no heteroscedasticity, meaning that the data in this study can be used as an indicator of variable measurement (Ghozali, 2012).

Perception of Workability

Workability is an inherent talent in a person to carry out an activity physically or mentally which he has acquired since birth, learned, and from experience. The following table will explain the indicators of workability in the Bappeda Aceh Jaya Regency.

Based on the results of the study, it can be explained that the workability variable obtained an average value of 4.26, or the respondents agreed that the workability factor of the employees at Bappeda Aceh Jaya Regency would have an impact on improving the performance of Bappeda Aceh Jaya Regency employees. This can be seen from several items in the respondent's statement regarding the level of formal education that can influence completing work, the level of non-formal education can help in improving the ability of employees, the level of work travel (years of service) can provide valuable experience in completing work, a high level of desire which influences the completion of work and the work produced by employees following the expectations of the leadership.

Based on the results of the study, it can be explained that the directive leadership style variable obtained an average value of 4.13 or the respondent had a good perception of the directive leadership style variable applied by the leadership in the Bappeda organization of Aceh Jaya Regency. This indicates that employees at Bappeda Aceh Jaya Regency agree that the directive leadership style applied by the leadership can have an impact on increasing work motivation, job satisfaction, and employee performance.

Respondents' perceptions of supportive leadership styles in this study obtained an average value of 4.13 which means that respondents in the study have positive or good perceptions of the application of supportive leadership styles by leaders at Bappeda Aceh Jaya Regency. This means that with the support from the leadership, the performance expected by the leadership will be achieved, especially in providing services to the community for the better.

Then the respondent's perception of the participatory leadership style obtained an average value of 4.14 which means that the respondents in the study have a positive or good perception that with the participation of the leadership, it proves the involvement between leaders and subordinates, especially in decision making and the existence of responsibility. the responsibility that is carried out jointly by all employees in the agency.

Leadership style *laissez-faire* applied by the leadership at the Bappeda Aceh Jaya Regency in this study obtained an average value of 4.14 which means that the leader respects the duties of each employee, and the leadership also supervises every work carried out by employees following their main duties and functions as well as the leadership is always careful in every decision making, this is so that the decisions taken can be accepted by all employees to achieve organizational performance.

Based on the results of respondents' perceptions, it can be explained that the participatory leadership style has an average value of 4.14 or is in the range of scores from 4.21 to 5.00 [very good], which means that participatory leadership style is a leadership style that is suitable to be applied to the Regency Bappeda. Aceh Jaya, because the leadership can direct all organizational resource capabilities to achieve organizational goals. This indicates that the presence of a leadership style that is following the conditions of subordinates will have an impact on improving employee performance for the better.

Perception of Employee Performance

Employee performance is the result of work that can be achieved by a person or group of people in an organization, by their respective authorities and responsibilities to achieve the goals of the organization concerned legally, not violating the law and following morals and ethics. The following table will describe the performance indicators of Bappeda Aceh Jaya District employees.

Based on the results of the study, it can be explained that the variable performance of Bappeda Aceh Jaya Regency employees obtained an average value of 3.90, or respondents agreed that respondents had positive perceptions of employee performance, this can be seen from respondents' statements regarding work quality such as speed, accuracy and the neatness of employees always increases, the ability of staff quantitatively in achieving targets for new jobs, employees always complete work on time, employees can use work time more effectively, employees always have independence in completing their tasks, employees always have commitment who are high in work and employees always have a responsibility in solving every problem

Analysis of the Effect of Work Ability and Leadership on Employee Performance at Bappeda Aceh Jaya Regency

To improve the performance of Bappeda Aceh Jaya Regency employees, it is necessary to look at the variables that affect the performance of the Aceh Jaya Regency Bappeda employees, to determine the effect of the independent variables, namely workability (X1), leadership (X2), on Bappeda Aceh Jaya Regency employees. The effect of each independent variable on the dependent variable in detail can be seen in the following table:

Table 2. Influence of Work Ability and Leadership Variables Against Employee Performance Aceh Jaya Regency Bappeda

Variable Name	B	Standard Error	t-count	table	Sig
Constant (a)	2,694	0.159	16,939	2.014	0.000
Workability (X1)	0.250	0.035	7,154	2.014	0.000
Leadership Style (X2)	0.112	0.043	2,610	2.014	0.012

Source: Primary Data, 2019 (processed)

From the results of statistical calculations using the SPSS program as shown in Table IV-9 above, the following multiple regression equation is obtained: $Y = 2.694 + 0.250x_1 + 0.112x_2$. From the regression equation above, it can be seen that the research results are as follows:

Regression Coefficient (R^2):

- A constant of 2.694. This means that if the factors of workability (x_1), leadership (x_2), are considered constant, then the magnitude of the basic performance of Bappeda Aceh Jaya Regency employees is 2,694 on a Likert scale unit or the performance of Aceh Jaya Regency Bappeda employees is still low, assuming the workability variable and leadership style has not changed.
- The workability regression coefficient (x_1) is 0.250. This means that for every 100% change (workability) in the Aceh Jaya Regency Bappeda, it will relatively increase the performance of Aceh Jaya Regency Bappeda employees by 25.0%, thus the better or higher the workability of Aceh Jaya Regency Bappeda will be. improve employee performance in the future.
- Leadership style regression coefficient (x_2) is 0.112. This means that every 100% change (improvement, because of the + sign) each leadership style will relatively increase the performance of Bappeda Aceh Jaya Regency employees by 11.2%, so the higher the level of the leadership style of Aceh Jaya Regency Bappeda employees, the relatively higher level of leadership style will increase. performance of Bappeda Aceh Jaya district employees.

Based on the results of the analysis above, it can be seen that of the two workability variables with a regression coefficient value of 0.250, they have a dominant influence on improving the performance of Bappeda Aceh Jaya Regency employees, while the leadership style variable has a relatively lower effect on employee performance with a regression coefficient value of 0.112.

Correlation Coefficient and Determination

Meanwhile, to see the relationship and influence of independent variables on the performance of Bappeda Aceh Jaya Regency employees based on correlation and determination as described below:

Table 3. Model Summary

R	RSquare	Adjusted R2	Std. Error of the estimate	DW	Information
0.818	0.669	0.653	0.144	1,963	Strong Correlation

Source: Primary Data, 2019 (processed)

- a. The correlation coefficient (R) = 0.818.

This means that the degree of relationship (correlation) between the independent variable and the dependent variable is 81.8%. This means that the performance of Bappeda employees in Aceh Jaya Regency has a close relationship with the factors of workability (x_1), leadership style (x_2) so that it affects the improvement of employee performance, in the future, so that these two variables have a major role in improving the performance of Bappeda employees. Aceh Jaya District.

- b. Coefficient of Determination (R^2) = 0.669.

This means that 66.9% of the changes in the dependent variable (the performance of Bappeda Aceh Jaya Regency employees) can be explained by changes in the workability factor (x_1), leadership style (x_2). While the rest, which is 66.9%, is explained by other factors outside of the two variables that are used as research indicators, meaning that there are still variables that can affect the performance of Bappeda employees in Aceh Jaya Regency. Variables outside this study can be predicted such as the level of education of employees, continuous training programs, work environment factors, and work support facilities provided by the organization as well as factors of workability style and employee competency level.

Statistical Test Results

To test the factors that influence the performance of Bappeda Aceh Jaya Regency employees partially (each variable) can be seen from the results of the t-test. The calculation results are shown in the table above, where can be seen the magnitude of the t-count value for each variable with a level of confidence or significance of = 5%.

- a. The results of the research on the workability variable (x_1) obtained t-count value of 7.154 while t-table = 2.014, the results of this calculation indicate that t-count > t-table with a significance level of 0.000 or a probability far below = 5%. Thus the results of statistical calculations show that partially workability has a significant effect on improving the performance of Bappeda employees of Aceh Jaya Regency. The results of this study are consistent with research conducted by Sri Murgiyati, (2005), which shows that workability has a significant effect on improving employee performance in an organization.
- b. The findings of the research on the leadership style variable (x_2) obtained t-count of 2.610 while t-table of 2.014, the results of this calculation indicate that t-count > t-table with a significance of 0.019 or a probability below 5%. Thus, the results of statistical calculations show that partially the leadership style variable has a significant effect on improving the performance of Bappeda employees in Aceh Jaya Regency. The results of this study are consistent with research conducted by Sri Murgiyati, (2005), which shows that leadership style has a significant effect on improving employee performance in an organization.

Based on the statistical description above, it shows that partially each variable has a significant influence on improving the performance of Bappeda Aceh Jaya Regency employees, and the variable that has a dominant influence on employees is the workability variable with t-count of 7,154 with a significance level or probability of 0.000, while the leadership style variable has a smaller effect with a t-value of 2.610 with a significance level or probability of 0.019.

Simultaneous Testing

To test the hypothesis about the effect of workability and leadership style on the performance of Bappeda employees of Aceh Jaya Regency. then it can be explained in the following table:

Table 4. Analysis of Variance (ANOVA)

Model	Sum of Squares	df	Mean Squares	Fcount	Ftable	Sig.
Regression	1,809	2	0.904	43,422	3,214	0.000
Remainder	0.896	43	0.021			
Total	2,704	45				

Source: Primary Data, 2019 (processed)

Based on the results of simultaneous testing, the F-count value is 43,422, while Ftable is at the significance level= 5% is equal to 3,214. This shows, based on the calculation of the statistical test F-count shows that $F\text{-count} > F\text{-table}$, with a probability level of 0.000. Thus the results of this calculation can be taken as a decision that the alternative hypothesis proposed is acceptable and the null hypothesis is rejected, meaning that workability (x1), leadership style (x2), together have a significant effect on the performance of Bappeda Aceh Jaya Regency employees.

Hypothesis Proving

Based on the results of statistical tests both simultaneously (statistical F-test), or partially, it can be concluded that the proposed hypothesis is stated:

- That workability, leadership style, significantly affect the performance of Bappeda Aceh Jaya Regency employees with the obtained F-count value of 43,422 and F-table of 3,214, thus $F\text{-count} > F\text{-table}$, then the proposed hypothesis is accepted.
- Partially, the more dominant variable affecting the performance of Bappeda Aceh Jaya Regency employees is the workability variable with a regression coefficient value of 0.250.

The results of this study indicate that workability and leadership style both jointly and partially can affect the performance improvement of Bappeda Aceh Jaya Regency employees so that the work skills created by Aceh Jaya Regency Bappeda employees need to get attention from the leadership, as well as their style. leadership for employees, because these two variables have a direct or indirect impact on improving the performance of Bappeda Aceh Jaya Regency employees.

The results of this study support the theory that has been carried out by Saydan (2006), that workability can affect employee performance. This is because the ability to work will have an impact on improving employee performance. Meanwhile, the leadership style carried out by the Aceh Jaya District Bappeda also has an impact on improving the performance of Aceh Jaya District Bappeda employees.

Likewise, the leadership style in improving employee performance is also in line with the theory put forward by Robbins, and Mary Coulter, (2012), that leadership style will have an impact on increasing employee performance because of the new responsibility conditions in carrying out new duties and responsibilities. can lead to strong positive behavior on employee

performance. Employees have high-performance goals, and they believe that they can contribute to the success of the vision and mission (Heriyono, 2021).

4. Conclusion

Based on the results of research and proving the hypothesis, some conclusions can be drawn as follows:

- a. The results of the study simultaneously show that workability and leadership style affect improving the performance of Bappeda employees in Aceh Jaya Regency.
- b. The results showed that partially the workability variable affected the performance of Bappeda employees in Aceh Jaya Regency.
- c. The results showed that partially the leadership style variable also affected the performance of Bappeda employees in Aceh Jaya Regency.
- d. Based on the results of the study, the dominant variable affecting employee performance is the employee's workability because it has a regression coefficient value greater than the leadership style variable given to employees.

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